

# Enhancing Educational Leadership Through School-Based Management: A Strategic Approach

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Received: 11 Oct. 2023, Revised: 12 May. 2024, Accepted: 30 May. 2024

## ABSTRACT

The implementation of SBM aims to empower educational institutions to manage independently, increase cooperation with related parties, and increase school accountability and transparency. This study explores the impact of SBM implementation on educational practice through a strategic leadership approach. Using library research methods, this research analyzes the contribution of SBM in improving the effectiveness of school management, focusing on the key role of school principals in leading initiatives and managing resources optimally. The research results show that effective leadership from the school principal plays a central role in the successful implementation of SBM, through active involvement in achieving the set goals and building commitment with relevant stakeholders.

*Keywords: SBM; Educational Leadership; Strategic Approach; School Autonomy; Stakeholder Collaboration.*



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## INTRODUCTION

School-based management (SBM) is a structured effort aimed at fostering the advancement of schools by delegating responsibility and authority to school leaders to effectively lead the organization (Elmelegy, 2015; Silabay & Alegre, 2023). The role of the school principal is pivotal in providing greater autonomy through SBM, utilizing various organizational elements. Additionally, Damaolao & Cornejo (2022) explain principals can strategically develop steps by adapting to local contexts. The effectiveness of SBM implementation hinges on the vision, mission, goals, and objectives set by school leaders. Therefore, school leaders must possess optimal abilities to ensure their decisions positively impact the initiation of SBM. SBM encourages school leaders to think creatively and innovatively due to its decentralized nature. The effectiveness of school principals must align with regional government policies, allowing them rights and freedoms to tackle complex leadership challenges (Ripki et al., 2020).

The implementation of SBM aims to empower school institutions to independently manage schools, foster collaborative relationships, engage stakeholders and communities, and enhance school accountability and transparency (Jihan, 2023). This approach enables schools to better understand their internal dynamics such as strengths, weaknesses,

opportunities, threats, and operational needs, optimizing school management. Despite widespread SBM adoption, challenges persist, particularly concerning school resources and foundational principles such as independence, teamwork, contribution, transparency, and accountability. Effective SBM relies on the commitment and unified efforts of school resources working collaboratively as a team. SBM grants schools autonomy, the ultimate responsibility lies with the school principal, guided by government standards. Leadership behavior significantly influences commitment to collaborative school resource management, essential for effective SBM implementation. Leadership styles play a crucial role in guiding organizational change and fostering a conducive environment for SBM.

Ultimately, SBM aims to enhance education quality and efficiency through equitable resource allocation and independent school management. This study explores SBM implementation to deepen understanding of its impact on educational practices.

## **METHODS**

The research method employed in this study is library research. The researcher utilized textual data to derive findings. The data sources for this study include books, journals, and other library resources. To obtain specific data pertinent to the research topic, the researcher sought out relevant sources. Subsequently, an analysis was conducted and findings were synthesized. One characteristic of this literature review is that it relies on secondary data sources that are readily available. The steps involved in conducting this type of library research include data collection, data reduction, data presentation, and finalizing the results.

## **RESULT**

### **3.1 Principal Leadership Management**

The terms management and leadership are often perceived as synonymous. Management encompasses planning, directing, organizing, and controlling, activities often viewed similarly to leadership tasks (Gupta, 2021). However, management and leadership are distinct concepts. According to Kotter (1999) theory, management addresses complexity in problem-solving, while leadership instigates change. Leadership particularly emphasizes envisioning future goals, whereas management focuses on executing the leader's vision. Management and leadership, although distinct, can synergize to enhance organizational effectiveness, achieve optimal outcomes, and meet mutual expectations. To achieve maximum effectiveness, school principals must strategically collaborate with subordinates. They should creatively devise strategic initiatives to fulfill their duties, drive positive changes, and meet established goals. Principals must recognize the substantive

nature of their responsibilities beyond symbolic representation, ensuring they attain numerous objectives. Therefore, school leaders must possess adept leadership skills and situational awareness to address school-related challenges professionally. Fairness is crucial; principals must avoid bias to prevent exacerbating conflicts. Open communication, where principals transparently engage with their team, fosters an environment where they are viewed not just as leaders but also as empathetic figures who genuinely address member concerns—an essential aspect in school management. Moreover, principals must comprehend administrative science, integral to effective school management. By embracing these principles, principals can leverage leadership influence to foster substantial changes within educational institutions.

### **3.2 School-Based Management Concept**

SBM is a modern educational concept that offers schools the opportunity to independently manage their affairs while aligning with government policies (Berhanu, 2023). Implementing SBM can potentially enhance staff effectiveness, foster direct contributions from stakeholders, and cultivate a positive educational outlook for society. Optimizing SBM involves three key elements. First, the principal's ability to manage resources plays a crucial role in school advancement. Second, the commitment of teaching staff, including their direct involvement in student learning and support from the community. The objectives of SBM include promoting school autonomy in decision-making through participatory processes. Specifically, SBM aims to enhance education quality by managing available resources, fostering stakeholder collaboration in decision-making, and increasing principal accountability to parents, society, and government stakeholders. This framework also stimulates healthy competition among schools to improve education quality. SBM relies on collaboration between schools and communities, operating independently of centralized government policies. Successful implementation requires strategic planning tailored to each school's circumstances, capabilities, and needs. Effective SBM is supported by decisive leadership from principals directly engaged in achieving set objectives, with teachers contributing to these goals (Berhanu, 2023).

### **3.3 Effectiveness of Principal Leadership in School-Based Management**

Implementing SBM is a consistent process involving various stakeholders. Principals must possess comprehensive knowledge of their leadership influence, management principles, and the broader school context. The SBM model in Indonesia encourages schools and teachers to prioritize government policies and initiatives (Amon & Bustami, 2021). Thus, the principal's role as a top manager significantly influences school leadership. Principals bear full responsibility for school management and drive initiatives to achieve defined goals. Successful SBM implementation reflects collaborative efforts across all stakeholders, ensuring effective school management and improvement.

## CONCLUSIONS

A leader plays a crucial role and is actively involved in every decision within an organization. The leader's presence is not merely symbolic but holds significant value for those they lead. This influence is integral to driving organizational change through leadership activities. For instance, a school principal must effectively manage their responsibilities. Failure to do so diminishes the school's potential success. One effective approach for school improvement is SBM. SBM empowers schools to autonomously manage their affairs based on their unique strengths, weaknesses, and needs. Central to its success is the principal's role in securing commitment from stakeholders such as the school community, parents, and residents, thereby fostering support for SBM implementation.

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